Training and Evaluation Outline Report

Task Number: 71-8-5112

Task Title: Integrate Requirements and Capabilities (Battalion - Corps)

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 5-0	THE OPERATIONS PROCESS	Yes	Yes
	FM 6-0	MISSION COMMAND	Yes	No
	SUSTAINMENT BDE MET 2A	ART 4.1 Provide Logistics Suppport TG 63-6-4060	Yes	No

Condition: The command has received an operations plan, or warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on integrating requirements and capabilities. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. This task can be performed in hours of daylight or limited visibility in various environment conditions. The unit has received guidance on the rules of engagement. Some iterations of this task should be performed in MOPP.

Standard: The staff combines and coordinates forces and operating systems' capabilities in the most effective combinations to meet the requirements for mission accomplishment established by planning. Prior to execution, forces are issued the operations order and execution matrix with sequence and timing of each subordinate task throughout the operation.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters to determine the performance measures that may not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER
Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING
Composite Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: None

Notes: None

TASK STEPS

1. The staff integrates Information Operations (IO) and Information Management (IM) activities to enhance situational understanding rapidly and accurately achieve inform and influence and cyber/electromagnetic activities and yield decisions that initiate or govern actions to accomplish tactical missions:

    a. Advising the commander and staff on:

        (1) Capabilities.

        (2) Limitations.

        (3) Requirements.

        (4) Resources.

        (5) Employment.

    b. Providing Relevant Information (RI) to help the commander read the operational environment and keep abreast of the situation.

    c. Advising the commander and staff on capabilities, limitations, and employment of supporting forces within the area of interest.

    d. Informing the commander of directives and policy guidance from higher headquarters dealing with the units area of interest.

    e. Directing the staff to continuously monitor and update running estimates.

    Note: The commander and staff perform the military decision making process (MDMP) steps sequentially, however, there may not be distinct points at which one step ends and another begins. For example, intelligence preparation of the battlefield (IPB), a mission analysis task, continues throughout the MDMP in terms of steps; nonetheless, planners compare the process to current requirements, set priorities, and perform the necessary tasks in an order that produces the required product on time.

2. The staff manages information:

    a. Receiving, analyzing, processing and disseminating RI using mission command networks and information systems.

    b. Analyzing RI to determine whether it is critical, exceptional, or routine.

    c. Deciding how to best display the information on mission command networks and information systems for use by integrators and decision makers and incorporating into standing operating procedures (SOP).

3. The staff prepares, updates, and maintains running estimates using mission command networks and information systems in accordance with (IAW) SOP:

    a. Restating the mission resulting in mission analysis, as required.

    b. Describing the situation and considerations as it applies to each war-fighting functional area of responsibility by explaining:

        (1) The characteristics of the operation, to determine:

            (a) How weather affects specific staff areas of concern and resources.

(b) How terrain affects specific staff areas of concern and resources.

(c) Political, economical, sociological, psychological, and environmental infrastructure as they relate to the mission.

(2) Enemy disposition, composition, strength, capabilities, and courses of action (COA) as they impact specific staff areas of concern.

(3) Friendly forces as they affect specific staff areas of concern:

(a) Assessing friendly COA.

(b) Determining current status of resources and availability.

(c) Determining other resources that may impact the mission.

(d) Comparing requirements versus capabilities and making recommendations.

(e) Determining key considerations for COA supportability.

c. Including assumptions if applicable.

d. Analyzing each COA using key considerations to determine advantages and disadvantages.

e. Conducting COA comparison using key considerations. Rank ordering of COA for each consideration.

f. Developing recommendations and conclusions:

(1) Recommends COA based on the comparison of the most supportable.

(2) Determines the issues, deficiencies, and risks with recommendations to reduce their impact.

4. The staff conducts coordination:

a. Providing intelligence preparation of the battlefield (IPB) information in their areas of interest to the Intelligence section.

b. Providing direction about issues and information dealing in their areas of interest.

c. Maintaining close contact and information exchange with the command and with corresponding commanders, staff officers, and sections at higher, subordinate, adjacent and supporting echelons of command.

d. Coordinating with higher and adjacent commands, other services and agencies requesting, receiving, or providing information pertinent to their areas of interest.

e. Coordinating with their corresponding joint staff element and continuously updating the joint common operational picture (COP).

f. Providing advice and assistance to support unit commanders on matters dealing with their areas of interest.

g. Coordinating with the civil military operation (CMO) section for host nation support (HNS) or local civilian support (LCS) in their areas of interest (AI).

h. Coordinating with all staff sections, higher and adjacent commands, and war campaign planners to support the mission in their AI.

i. Coordinating with adjacent units and integrates all activities for the decision makers.

5. The current operations section requests the following actions from the staff:

a. Recommending action to correct variances from the plan or commander's guidance.

b. Notifying the commander if commander's critical information requirement (CCIR) affecting the operation is outside the staff's authority to adjust.

6. The staff synchronizes the operation:

a. Assisting the commander in synchronizing the operation to produce maximum effects on the enemy.

b. Synchronizing the operation in space and time across the war-fighting functions with respect to decisive, shaping, and sustaining operations to gain or retain the initiative through the use of information dominance.

c. Understanding staff officer's part in the operation and how it relates to everyone else's while supporting the commander's intent.

7. The staff displays the COP and provides functional inputs in accordance with SOP:

a. Providing sustainment input to the COP, consisting of support annex overlays and any logistics input required by the commanders essential elements of friendly information (EEFI) in accordance with SOP.

b. Providing intelligence input to the COP, consisting of enemy locations and type, CCIR, priority information requirements (PIR) in accordance with SOP.

c. Displaying the COP which consists of all pertinent situational awareness (SA), operational overlays, and other functional area specific products. The following cells and elements provide input; understanding the staff officer's part in the operation and how it relates to everyone else's while supporting the commander's intent.

(1) The current operations section is responsible for displaying, manipulating, managing, storing and distributing operational information.

(2) The engineer section provides engineer input to the COP consisting of SA overlays.

(3) The air missile defense section (AMD) provides AMD input to the COP consisting of SA overlays.

(4) The fire support element (FSE) provides fires and effects input to the COP consisting of SA overlays.

(5) The aviation section provides aviation input to the COP consisting of SA overlays.

(6) The provost marshal section provides military police input to the COP consisting of SA overlays.

8. The human resource section, and inspector general (IG) section monitor trends:

a. Analyzing data from all sources to detect trends and identify solutions as they affect the mission:

(1) Maintains updated IG technical information.

(2) Reviews as necessary, other source data.

b. Inquiring into and reporting on matters about performance of the mission state of discipline, efficiency and economy.

c. Consulting staff elements, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance.

d. Identifying and monitoring trends, both positive and negative, in all activities.

e. Advising the commander and staff concerning matters noted.

9. The staff leverages information management to support more precise and timely decisions. The current operations section affects leveraging:

a. Conducting operations security reviews of classified and unclassified documentation to ensure compliance with distribution statement requirements and command policy covering release of information into the public domain.

b. Developing, publishing and maintaining EEFI list.

c. Developing operations security (OPSEC) measures to recommend for implementation by the commander.

d. Developing and publishing the unit OPSEC plan.

e. Conducting and monitoring operations security orientation and awareness training.

10. The staff, develops EEFI in order to enhance friendly decision making by integrators and decision makers.

11. The current operations section integrates information operations (IO) that will cause the enemy to make inappropriate, untimely, and irrelevant decisions that will give the commander a decision making advantage:

a. Obtaining incoming tactical information and intelligence in accordance with the SOP.

b. Monitoring the mission command networks and information systems in accordance with the SOP.

c. Passing information requiring immediate action to the appropriate action officer in accordance with the SOP:

(1) Supporting data for CCIR such as PIR, FFIR, or when directed, EEFI.

(2) Identifying data that supports a decision the commander has to make.

(3) Receiving unexpected reports affecting the current operation.

(4) Analyzing and disseminating orders from higher headquarters requiring immediate action.

d. Processing tactical information and intelligence:

(1) Focusing efforts on enemy not in contact (those able to influence the decisive battle) in accordance with CCIR.

(2) Extracting and collating essential intelligence information from messages and reports.

(3) Determining the reliability of the source or agency.

(4) Determining the credibility of incoming information.

(5) Determining the validity of incoming data.

(6) Determining the relevancy of the information to other staff elements and cells or headquarters.

e. Analyzing tactical information and intelligence.

f. Disseminating tactical information and intelligence to all in accordance with the SOP:

(1) Maintaining a current situation map (SITMAP) in accordance with the SOP.

(2) Updating the higher headquarters mission command networks and information systems database and transmitting information to higher, subordinate, and adjacent units.

g. Evaluating the threat:

(1) Identifying the threat and information gaps.

(2) Maintaining threat models by creating or updating doctrinal template and patterns of operation.

(3) Identifying threat capabilities and vulnerabilities.

(4) Preparing a consolidated staff assessment of threat capabilities and vulnerabilities, for the executive officer or chief of staff.

(5) Developing a full set of threat COA available by establishing threat overlays.

(6) Developing situation template overlays, COA descriptions and options, and high value targets (HVT).

(7) Evaluating and prioritizing each threat COA, particularly identifying the threat most likely and most dangerous.

(8) Identifying initial collection requirements to include an event template overlay and event matrix.

12. The staff develop plans to sufficiently suppress or defeat the enemy's intelligence effort to allow the unit to conduct its mission with the element of surprise and with minimal losses:

a. Preparing the counterintelligence (CI) running estimate.

b. Providing CI products.

c. Providing input to the operations order or operations plan, to counter enemy intelligence collection units and elements, and the structure or organization of paramilitary and/or terrorist groups in the AO.

d. Providing CI support to battlefield deception.

e. Providing CI support to OPSEC.

f. Preparing personnel and document security plan.

g. Preparing full description of enemy intelligence system.

h. Preparing the CI threat assessment.

    i. Maintaining the CI overlay and updating the COP as required by the SOP.

   13. The staff develops an electronic deception plan to degrade the enemy's ability to make key battlefield decisions and manage tactical information and intelligence to their advantage.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff integrateed Information Operations (IO) and Information Management (IM) activities to enhance situational understanding rapidly and accurately achieve inform and influence and cyber/electromagnetic activities and yield decisions that initiate or govern actions to accomplish tactical missions:			
a. Advised the commander and staff on:			
(1) Capabilities.			
(2) Limitations.			
(3) Requirements.			
(4) Resources.			
(5) Employment.			
b. Provided Relevant Information (RI) to help the commander read the operational environment and keep abreast of the situation.			
c. Advised the commander and staff on capabilities, limitations, and employment of supporting forces within the area of interest.			
d. Informed the commander of directives and policy guidance from higher headquarters dealing with the units area of interest.			
e. Directed the staff to continuously monitor and update running estimates.			
2. The staff managed information.			
a. Received, analyzed, processed and disseminated RI using mission command networks and information systems.			
b. Analyzed RI to determine whether it was critical, exceptional, or routine.			
c. Decided how to best display the information on mission command networks and information systems for use by integrators and decision makers and incorporating into standing operating procedures (SOP).			
3. The staff prepared, updated, and maintained running estimates using digital INFOSYS and analog systems In Accordance With (IAW) TACSOP.			
a. Restated the mission resulting in mission analysis, as required.			
b. Described the situation and considerations as it applied to each war-fighting functional area of responsibility by explaining:			
(1) The characteristics of the operation, to determine:			
(a) How weather affected specific staff areas of concern and resources.			
(b) How terrain affected specific staff areas of concern and resources.			
(c) Enemy disposition, composition, strength, capabilities, and courses of action (COA) as they impacted specific staff areas of concern.			
(2) Enemy disposition, composition, strength, capabilities, and courses of action (COA) as they impacted specific staff areas of concern.			
(3) Friendly forces as they affected specific staff areas of concern.			
(a) Assessed friendly COA.			
(b) Determined current status of resources and availability.			
(c) Determined other resources that may impact the mission.			
(d) Compared requirements versus capabilities and making recommendations.			
(e) Determined key considerations for COA supportability.			
c. Included assumptions if applicable.			
d. Analyzed each COA using key considerations to determine advantages and disadvantages.			

e. Conducted COA comparison using key considerations. Rank ordering of COA for each consideration.			
f. Developed recommendations and conclusions:			
(1) Recommended COA based on the comparison of the most supportable.			
(2) Determined the issues, deficiencies, and risks with recommendations to reduce their impact.			
4. The staff conducted coordination.			
a. Provided intelligence preparation of the battlefield (IPB) information in their areas of interest to the Intelligence section.			
b. Provided direction about issues and information dealing in their areas of interest.			
c. Maintained close contact and information exchange with the command and with corresponding commanders, staff officers, and sections at higher, subordinate, adjacent and supporting echelons of command.			
d. Coordinated with higher and adjacent commands, other services and agencies requested, receivied, or provided information pertinent to their areas of interest.			
e. Coordinated with their corresponding joint staff element and continuously updated the joint common operational picture (COP).			
f. Provided advice and assistance to support unit commanders on matters dealing with their areas of interest.			
g. Coordinated with the civil military operation (CMO) section for host nation support (HNS) or local civilian support (LCS) in their areas of interest (AI).			
h. Coordinated with all staff sections, higher and adjacent commands, and war campaign planners to support the mission in their AI.			
i. Coordinated with adjacent units and integrated all activities for the decision makers.			
5. The Current Operations section requested the following actions from the staff.			
a. Recommended action to correct variances from the plan or commander's guidance.			
b. Notified the commander if commander's critical information requirement (CCIR) affecting the operation is outside the staff's authority to adjust.			
6. The staff synchronized the operation.			
a. Assisted the commander in synchronizing the operation to produce maximum effects on the enemy.			
b. Synchronized the operation in space and time across the war-fighting functions with respect to decisive, shaping, and sustaining operations to gain or retain the initiative through the use of information dominance.			
c. Understood the staff officer's part in the operation and how it related to everyone else's while supporting the commander's intent.			
7. The staff displayed the COP and provided functional inputs IAW TACSOP.			
a. Provided sustainment input to the COP, consisting of support annex overlays and any logistics input required by the commanders essential elements of friendly information (EEFI) in accordance wtih SOP.			
b. Provided intelligence input to the COP, consisting of enemy locations and type, CCIR, priority information requirements (PIR) in accordance with SOP.			
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(6) The provost marshal section provided military police input to the COP consisting of SA overlays.			
8. The Human Resource Section, and Inspector General (IG) section monitored trends.			
a. Analyzed data from all sources to detect trends and identify solutions as they affect the mission.			
(1) Maintained updated IG technical information.			
(2) Reviewed as necessary, other source data.			
b. Inquired into and reporting on matters about performance of the mission state of discipline, efficiency and economy.			
c. Consulted staff elements, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance.			
d. Identified and monitored trends, both positive and negative, in all activities.			
e. Advised the commander and staff concerning matters noted.			
9. The staff leveraged information management to support more precise and timely decisions. The Current Operations Section affected leveraging.			
a. Conducted operations security reviews of classified and unclassified documentation to ensure compliance with distribution statement requirements and command policy covering release of information into the public domain.			
b. Developed, published and maintained EEFI list.			
c. Developed operations security (OPSEC) measures to recommend for implementation by the commander.			
d. Developed and published the unit OPSEC plan.			
e. Conducted and monitored operations security orientation and awareness training.			
10. The staff, developed EEFI in order to enhance friendly decision making by integrators and decision makers.			
11. The Current Operations Section integrated Information Operations (IO) that will cause the enemy to make inappropriate, untimely, and irrelevant decisions that will give the commander a decision making advantage.			
a. Obtained incoming tactical information and intelligence in accordance with the SOP.			
b. Monitored the mission command networks and information systems in accordance with the SOP.			
c. Passed information requiring immediate action to the appropriate action officer in accordance with the SOP:			
(1) Supported data for CCIR such as PIR, FFIR, or when directed, EEFI.			
(2) Identified data that supports a decision the commander has to make.			
(3) Received unexpected reports affecting the current operation.			
(4) Analyzed and disseminated orders from higher headquarters requiring immediate action.			
d. Processed tactical information and intelligence.			
(1) Focused efforts on enemy not in contact (those able to influence the decisive battle) in accordance with CCIR.			
(2) Extracted and collated essential intelligence information from messages and reports.			
(3) Determined the reliability of the source or agency.			
(4) Determined the credibility of incoming information.			
(5) Determined the validity of incoming data.			

(6) Determined the relevancy of the information to other staff elements and cells or headquarters.			
e. Analyzed tactical information and intelligence.			
f. Disseminated tactical information and intelligence to all in accordance with the SOP:			
(1) Maintained a current situation map (SITMAP) in accordance with the SOP.			
(2) Updated the higher headquarters mission command networks and information systems database and transmitted information to higher, subordinate, and adjacent units.			
g. Evaluated the threat:			
(1) Identified the threat and information gaps.			
(2) Maintained threat models by creating or updating doctrinal template and patterns of operation.			
(3) Identified threat capabilities and vulnerabilities.			
(4) Prepared a consolidated staff assessment of threat capabilities and vulnerabilities, for the executive officer or chief of staff.			
(5) Developed a full set of threat COA available by establishing threat overlays.			
(6) Developed situation template overlays, COA descriptions and options, and high value targets (HVT).			
(7) Evaluated and prioritized each threat COA, particularly identifying the threat most likely and most dangerous.			
(8) Identified initial collection requirements to include an event template overlay and event matrix.			
12. The staff developed the plan to sufficiently suppress or defeat the enemy's intelligence effort to allow the unit to conduct its mission with the element of surprise and with minimal losses.			
a. Prepared the counterintelligence (CI) running estimate.			
b. Provided CI products.			
c. Provided input to the operations order or operations plan, to counter enemy intelligence collection units and elements, and the structure or organization of paramilitary and/or terrorist groups in the AO.			
d. Provided CI support to battlefield deception.			
e. Provided CI support to OPSEC.			
f. Prepared the personnel and document security plan.			
g. Prepared a full description of the enemy intelligence system.			
h. Prepared the CI threat assessment.			
i. Maintained the CI overlay and updated the COP as required by the SOP.			
13. The staff developed an electronic deception plan to degrade the enemy's ability to make key battlefield decisions and manage tactical information and intelligence to their advantage.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP: Sometimes

MOPP Statement: None

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-1120	Conduct Tactical Deployment/Redeployment Activities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-1121	Conduct Predeployment Activities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-1120	Conduct Tactical Deployment/Redeployment Activities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-1121	Conduct Predeployment Activities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	061-300-5099	Verify a Fire Plan in AFATDS	061 - Field Artillery (Individual)	Approved
	061-W01-2213	Assist in Coordinating the Counterfire Battle Using AFATDS	061 - Field Artillery (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Materiel Items (NSN)

Step ID	NSN	LIN	Title	Qty
No equipment specified				

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .